Cyberspace Operations and Support Community Transformation: The New Beginning

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Chief of Warfighting Integration
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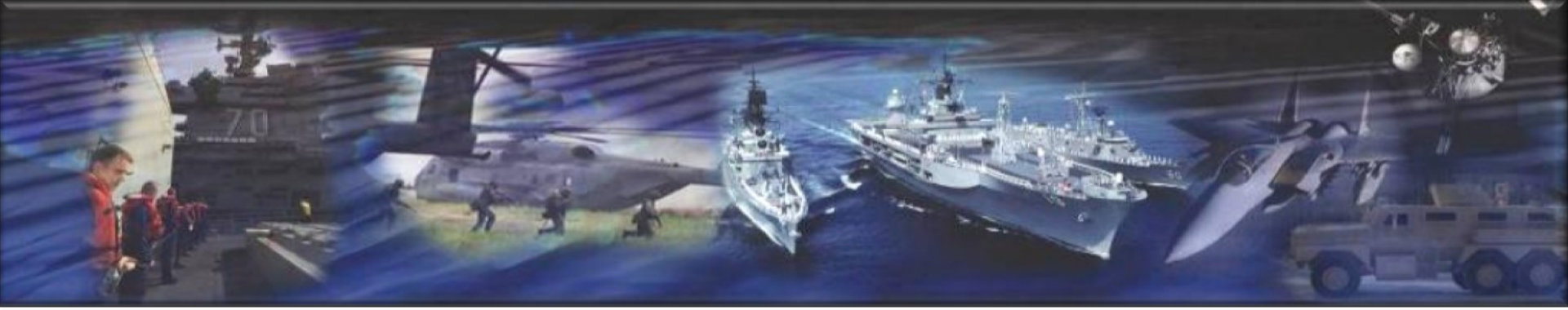
Cyber Transformation Video

- **The video can be seen here CLICK HERE**



“When it comes to national security, I think this (Cyber) represents the battleground for the future. I've often said that I think the potential for the next Pearl Harbor could very well be a cyber attack.”

Honorable Leon Panetta, Secretary of Defense

We have arrived at the NEW BEGINNING…

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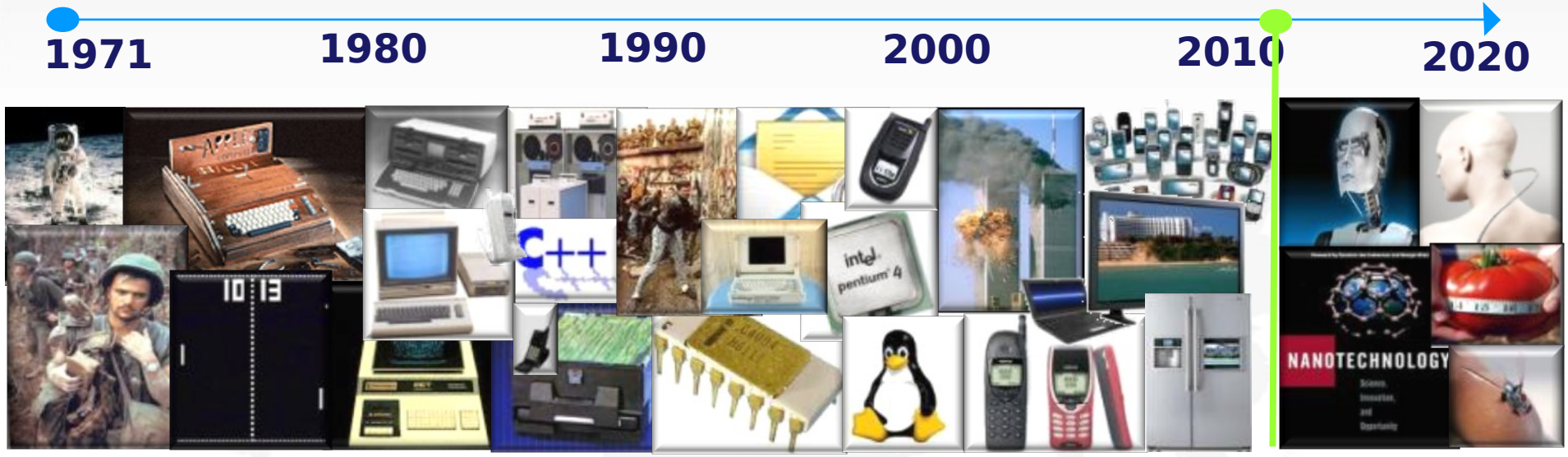
A New Era



- **Demand signal increasing / mission evolving**
- **We must re-shape our processes to deliver on the mission**
- **We must adapt to increasingly resource constrained environment**

We must …plan…execute…respond

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Innovation Driving Change

- We respond to evolving military strategies through IT
- We deliver mission results through all domains
- We apply cutting edge technology on / off the battlefield
- We a[illegible]ters that utili[illegible]prime skills and

Warfare at the Speed of Light

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Lanes in the Road

Core Function Lead Integrator (CFLI)

- Integrator for Cyberspace Service Core Function (SCF)
- Guides SCF maturation and related investments
- Orchestrates the development of the SCF strategy
- Develops Cyberspace Superiority Core Function Master Plan (CFMP)

Functional Authority

- Develops / codifies policy and overarching guidan
- Advocates for C&I program resources (Air Staff le
- Manages Cyberspace Ops and Support workforce

Premier Airmen Delivering Unparalleled Cyberpower

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Different in the Future?

Must leverage capabilities within future environment and set to meet mission requirements that achieve the CFMP vision

- **Future Mindset**
  - **How individual tasks affect and contribute to missions, joint fight and AF goals and priorities**
- **Future Environment**
  - **Foundational change in force structure and doctrine**
  - **Impact of collective roles, responsibilities and capabilities**
- **Future Education and Training**
  - **More rigorous, customized and extensive**
  - **Curriculum teaching core competencies; establish,**

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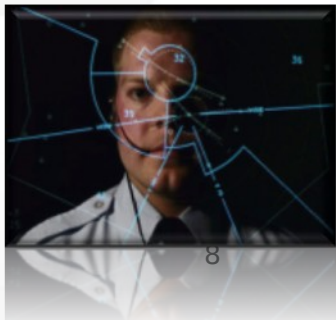
Strategic Action

AF Cyberspace Operations and Support Community will:

- **Execute and support operational missions**
- **Understand and leverage full range of cyberspace capabilities – have an operational mentality**
- **Close seams between sensors, decision makers and warfighters**
- **Provide and protect the collaborative, knowledge sharing, information environment**
- **Alleviate inter-service and inter-agency information interoperability challenges**
- **Be integrated into all warfighting domains**



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Who We Are

Information access…any device, anytime, anywhere

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How do We Get There?

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Evolving Mission

AFSCs Primary: 17DA, 1B4; Support: 3D0XX, 3D1XX

Description: Cyberspace Operations—Employment of cyber capabilities where the primary purpose is to achieve objectives in or through cyberspace

Today	Tomorrow
• Limited ability to provide C2 & SA in cyberspace environment	• Provide real-time enterprise cyberspace C2 & SA
• Provides limited defensive capabilities	• Provide bolstered defense-in-depth information networks
• Conducts limited offensive cyber operations	• Engage in active defense to counter ongoing attacks
	• Integrate cyberspace capabilities to deliver a broad range of kinetic and non-kinetic effects

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Evolving Mission

AFSCs Primary: 3D0X1; Support: All Other AFSCs

Description: Knowledge Operations—Systematic processes and solutions that discover, select, organize, distill, share, fuse, develop, subscribe, and publish secure information to authorized users for improving warfighter effectiveness

Today	Tomorrow
• Tier 1 communications support	• Operate with tailored & fused information toolsets
• Integrates commanders' information needs	• Provide an accessible and ubiquitous self-service information integration environment
• Records management	• Operate within a seamless and secure information environment
• Additional duty catch-all	

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Evolving Mission

AFSCs Primary: 3DOXX, 3D1XX, 17DB

Description: Cyberspace Operations Support—Providing, configuring, and maintaining the necessary infrastructure, equipment, and software to store, modify, transmit, and receive information and data across the full spectrum of electromagnetic capabilities

Today	Tomorrow
• Traditional C&I	• Balanced, smartly selected workforce performing base communication installation and maintenance activities
• Responsible for C&I and network infrastructure	• Operate an accessible and ubiquitous self-service information gathering environment
• Provides the AF information environment	• Portions of base installation and maintenance activities outsourced
• Install and maintain ATCALS infrastructure	

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Evolving Mission

AFSCs: All

Description: Warfighting Integration—Development of processes and solutions to ensure that enterprise command and control, warfighter networking, and combat support data management systems exchange information and data in

Today	Tomorrow
• Operates limited and fragmented warfighter systems	• Operate integrated systems from the onset of the acquisition lifecycle
• C&I is primary focus	• Possesses interoperable and compatible AF, Joint and inter-agency capabilities
• Non-timely identification of warfighter needs	• Provide synthesized and coordinated information and capabilities enabling the Joint fight

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Evolving Mission

AFSCs : All

Description: Cyberspace Governance—Development and enforcement of policies, architectures, standards, and processes to manage resources, and

Today	Tomorrow
• No centralized accountability for IT investments across the AF	• Full AF CIO fiscal authority & accountability
• Lack of oversight for compliance of policy and standards	• Engage in Enterprise Portfolio Management
• Governance is focused on policy creation and refinement	• Operate with accurate standards and compliance enforced by policy
• Lengthy C&A process	• Operate within a modernized and accelerated C&A process
	• AF cyberspace strategy aligned to DoD ad Federal cyberspace strategy

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What You'll Need

Courage

- Take smart risks…Explore, Think, Decide
- Act upon what hasn't been done/tried befor

Competence

- Think strategically: articulate what you are
- Make wise decisions…solve problems, not symptoms

Creativity

- Re-conceptualize issues; create practical solutions to hard problems
- Suggest new/better approaches to legacy issues
- Conceptualize issues; discover solutions

Think in Terms of "Mission Assurance"

SAF/CIO A6
Information
Dominance
Chief Information Officer
A6